

JOHN DEERE

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JOURNAL



THE JOHN DEERE BRAND

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Address correspondence to:

Editor, John Deere Journal

Corporate Communications Department

Deere & Company

One John Deere Place

Moline, IL 61265-8098

Phone: (309) 748-5193

E-mail: jdj@johndeere.com

The John Deere Journal is online at: www.JohnDeere.com



The Value of A STRONG BRAND

This November, John Deere begins rolling out a brand strategy program to its employees around the world.



We sat down recently with Frances Emerson, Vice President, Corporate Communications and Global Brand Management, to get her views on the value of a strong brand in today's global marketplace.

Q: So what exactly is the John Deere brand?

A: Most people, when they hear the word "brand," automatically think only of the logo, any trademarks, and what our products look like. The brand is so much more. It encompasses a broad range of experiences and expectations that all of our key publics have when they are interacting with John Deere: how employees feel about their experience working at John Deere; how customers feel about the quality of our products and services and the relationship with their dealers; how our dealers feel about the kinds of products and services they are representing, and their relationships with customers. It's also about how investors feel about the performance of the company and the promise of the company, and how our communities feel about our presence in their communities, and our support of those communities – that's the John Deere brand.

Why the need to develop a brand that's been around for more than 170 years?

There is always opportunity to strengthen the brand. As we have expanded to new geographies, and as we are looking to address the needs of new types of customers, the brand is not as well known as it is in our core markets in North America and Western Europe. We don't have another 170 years to grow the brand in those areas.

It's important to stress that everybody around the world is portraying the brand as best as they know how. But absent guidelines or governance or clear process, people have communicated inconsistently. The result can be diffusion of the brand and confusion about what John Deere stands for.

We are in a position to accelerate growth by having a consistent identity system, key messages, and a specific tone of voice and by understanding what the core strengths of the brand promise are. Collectively these elements also can help us be more cost-effective and market-efficient.

Research led to identifying John Deere's brand position as "Common Language" – based on the belief that we are all connected with our customers through an appreciation and understanding of their needs. How does this brand position help us in markets where we are not leaders?

The brand position of "Common Language" allows us to introduce and differentiate ourselves in ways that are truly relevant to customers. We are indicating that we strive to see the world through their eyes; we are showing them that we thoroughly understand them. Well-entrenched competitors, like Claas and Fendt in Europe, Mahindra in India, or Caterpillar and Toro in the United States are not appealing to this bond we all share. The hope is that this kind of relevance – recognizing the dignity and passion for the work – can help us build awareness and preference more quickly.

How can a strong brand help the company meet its challenges?

Certainly, sustainable performance is very important. And the brand can help in creating an environment, consistency and alignment that, in turn, can create efficiencies.

If everybody is always starting fresh when they have marketing opportunities, or new product development, or even business development and acquisition choices, if they have a blank slate, it takes longer. They will have to start and build from the ground up. However, if they have the context of what it means to be John Deere, the kind of experience we hope to deliver time and time again, it will help inform their choices. It will save time, and, invariably, it will save money. A solid brand position will help sustain growth and our financial performance.

Research has shown a high correlation between companies with well-known, strong brands and above-market performance.

That is correct, and one of the reasons for that performance is, when you have a strong brand, you typically can command a





Strongest brands outperform the market

Percent change since 2000



The Interbrand Top 100 Portfolio is made up of companies that have the strongest brands as measured by Interbrand.

premium in the market. People value their experience with and the reputation of the company. They are willing to pay more.

And if nothing else, that is one way of measuring some of the value of our brand – the degree to which we can charge a premium. When you roll that up across all of our product lines, across all of our businesses, that can be a very significant number. It's not the only way that you can measure brand value, but it is one of the key components of measuring brand value.

What do you want our employees to take away from this brand strategy rollout?

Because the brand program deployed a discovery process rather than an invention process, the brand strategy will seem very comfortable to most employees. We are introducing ways of agreeing on our strengths and ways of focusing on doing a few things fully and well. Therefore, we hope our employees will understand what our brand position is, and understand the ways in which they personally are aligned with that. We hope they will help us build on that brand, and protect it. The brand position can help our decision-making be in keeping with the brand. We hope employees will look for opportunities for growth that are in keeping with the brand position.

Everyone has some role to play in forwarding the brand positioning.



Sharing Our Common Language

A note to readers from Bill Becker, Director, Brand Center of Excellence

Our employees, dealers, and, often, retirees are the people who truly bring the John Deere brand to life. As a global brand strategy program is rolling out in the weeks and months ahead, we believe it's important for all of us to understand what our brand is, why it's valuable, and what we can do to strengthen it.

Here's a brief snapshot of our brand positioning, how we've reached agreement on this important notion, and details to help you build an even stronger John Deere brand.

What is our Common Language?

As our company continues to grow and extend its reach beyond our core businesses, we have an opportunity to share a guiding principle, or brand positioning, to enable us to represent the John Deere brand more consistently around the globe. The unifying brand positioning is "Common Language." Transcending any actual spoken language, culture, or geographic region, our common language is "the language of the land." Our customers – no matter where they are in the world – are bound to the land, whether they are harvesting food crops, building critical infrastructure, managing a precious resource like water, or beautifying a landscape.

They all listen, respond, and adapt to changes in the environment that surrounds them. At John Deere, we speak this language, too. We understand the natural world and what it means to our customers. We strive to understand their work and the conditions in which that work gets done. That's how, in part, we provide our customers with what they need to thrive.

How did we discover our Common Language?

We arrived at this brand positioning through extensive research into what drives people to choose the John Deere brand. Through a discovery process (rather than an invention process) we gathered information from more than 2,500 current and potential customers in 11 countries and from all of our business units. We also surveyed over 900 employees and more than 900 dealers to make sure everyone's voice was heard.

Through our research, three distinct, key drivers emerged that proved to be important across regions and across business units. These key drivers are that John Deere:

- Responds quickly to keep you [customers] up and running
- Designs and delivers products that are easy to deal with
- Helps people be smarter about how they use the land.

These drivers form three "brand pillars:" "Responsive," "Easy," and "Smart." The brand pillars, together with a foundation of integrity and quality, support our brand positioning of Common Language.

The whole construct of a foundation, pillars, and an overarching idea of "common language," closely reflects many things we intuitively know about John Deere, but may not have articulated before. The discovery approach allowed us to arrive at a place that feels both comfortable and relevant for the company's brand. Most importantly,

agreement on these several elements allows us to reinforce our marketing investments and accelerate growth – especially in emerging markets and in new businesses.

How do we bring our Common Language to life?

Every experience we create on behalf of the John Deere brand – whether with fellow employees, dealers, or our customers – is an opportunity to strengthen our brand. The brand pillars can help guide our behaviors and decisions such as what products might be best, what kinds of markets are most suitable, what companies might be suitable acquisitions, what suppliers might serve our customers' needs best. Every day, we can approach business situations by thinking about actions that are responsive, easy, and smart. In this way, we continuously build our brand by reaffirming our connection to each other, our customers, and to our Common Language.

Where can we learn more?

The Brand Center of Excellence is committed to providing the tools and resources necessary to help bring the John Deere brand to life. Please use John Deere Online for more updates and information on our brand strategy program.

Thank you for all you've done, and continue to do, to bring the John Deere brand to life.

Bill Becker

Our brand at a glance

The John Deere brand is a critical business asset. Building on our strong heritage, we look to the future and aim to continue growing a business as great as our products.

Part of this strategy includes managing our brand so that it's consistently recognizable across all of our businesses.

Our brand is the promise we make to our customers. It's what sets us apart.

Our brand connects us to our customers, our dealers, and to each other. It guides us in everything we do.

Use this guide to better understand the John Deere brand, including the verbal and visual elements that bring it to life. These four pages will help you strengthen our brand every day, through your words and actions.



JOHN DEERE

COMMON LANGUAGE

Our Brand Position

John Deere does more than simply build powerful machines that move, shape and enrich the earth.

We create products and services that are born of a genuine desire to know your business and your needs.

No matter where you are in the world, we all share a common language: The language of the land.

Land that you build on. Live on. Grow on. Rely on.

This language connects us; driving John Deere to provide the smartest tools, technology and advice to fit your life.

Which means you can accomplish more today, and be ready for tomorrow.

That's good for business. Good for communities. Good for humanity.

John Deere. Speaking the language of the land.

Our Brand Behaviors

The positioning above isn't intended for external use. But it does guide our behaviors and interactions with customers – and with each other. As you think about how we do business at John Deere, how can you share our “Common Language – The Language of the Land” to drive our global success?



Our Brand Pillars

From worldwide research, three key drivers arose – Responsive, Easy and Smart. They support the position: Common Language – The Language of the Land. Based on a foundation of quality and integrity, these drivers inspire people across the globe to interact with our brand.

To create customer experiences that reflect our brand promise, we all help reinforce these pillars.

Responsive

- Tackle challenges head-on with passion and enthusiasm
- Engage in genuine discussions
- Listen carefully to understand the customer
- Share a realistic picture of the situation
- Empower your teams to take reasoned risks

Easy

- Build customers' trust to learn what they really need
- Consider each other's needs
- Take advantage of different perspectives on the team
- Communicate clearly and thoughtfully

Smart

- Explore fresh perspectives to generate creativity
- Develop a vision for the desired outcome
- Encourage teams to pursue ambitious objectives
- Divide work logically for efficiency
- Create opportunities to collaborate on solutions

Our Tone of Voice

Our Tone of Voice is the foundation of our Verbal Identity. It's how we say what we say. It's about "sounding like John Deere" and signaling what our brand stands for with our communications. It's also about building an emotional connection with our customers, dealers, and internal audiences.

With a unified Tone of Voice, we create consistent brand experiences for our audiences around the world. Also based on our three brand pillars, it guides how we communicate every day.

Responsive

- We're passionate, engaging, genuine, enthusiastic

Easy

- We're straightforward, approachable, concise, clear

Smart

- We're insightful, experienced, confident, optimistic

Our Visual Identity System combines well-written content with the visual elements below. Together these get incorporated into design templates (with supporting guidelines) to clearly and consistently help us express the John Deere brand in all of our marketing and communications materials.

Our Visual Identity Elements



Our Signatures

The green and yellow signature is our main signature. It's used to represent John Deere, and our divisions – except for Construction which uses the black and yellow signature – to reflect the color scheme applied to their products. These trademark signatures have two components, a symbol and logotype, and must never be rearranged, separated from each other or altered in any way.

Our Color Palette



The John Deere color palette consists of John Deere Green, John Deere Yellow, Black, John Deere Gray and White. Within our Visual Identity System, we also use gradients and tints of these colors as in our color bars and in some background areas.

Our Color Bars



Our Typography

AaBbCcDdEeFfGgHhIiJjKk
AaBbCcDdEeFfGgHhIiJjK
AaBbCcDdEeFfGgHhIiJjK
John Deere Sans

AaBbCcDdEeFfGgHhIiJj
AaBbCcDdEeFfGgHh
Verdana

AaBbCcDdEeFfGgHhIiJj
AaBbCcDdEeFfGgHhIj
Arial

AaBbCcDdEeFfGgHhIiJjKk
AaBbCcDdEeFfGgHhIiJjK
AaBbCcDdEeFfGgHhIiJjK

AaBbCcDdEeFfGgHhIiJj
AaBbCcDdEeFfGgHh

AaBbCcDdEeFfGgHhIiJj
AaBbCcDdEeFfGgHhJj

The new font for many of our marketing and communications applications is named John Deere Sans. It is designed to be a clean, legible, and contemporary typeface that will work well and be used consistently. For a similar font when a digital typeface is needed, such as in Microsoft Word documents or Microsoft PowerPoint presentations, use Verdana or Arial.

Our Photography

It's important to visually express our brand in a constantly compelling way. Powerful and purposeful images give opportunities to build emotional connections with people. Professional photo compositions taken from dramatic, informative camera angles along with expressive lighting helps us emphasize our products, people, initiatives, and innovations.



People



Product



Environment

University of Illinois student Kevin Bailey learns about John Deere at a recruiting event on the university campus.



THE JOHN DEERE BRAND: A BIG RECRUITING TOOL

In an incident that might dismay long-time John Deere employees, a Deere & Company recruiter visiting a U.S. college campus during a job fair a few years ago was asked by a student: "Is John Deere a clothing manufacturer?"

John Deere recruiters don't get to spend much time with individual students so they rely on students' familiarity with the brand to keep such questions to a minimum, says Melinda Grau, who relates the story she heard about the confused student. And such questions are rare. "Brand awareness serves as a foundation, says Grau, Manager, Mid-Career Recruiting. In mid-career recruiting, there is less confusion about who John Deere is. "When people come to us, they know the Deere & Company brand," Grau says.

The Brand Strategy Project being rolled out beginning this month is aimed at building the John Deere brand message into everything the company does, from internal processes to interaction with customers – and potential employees. The program is based on brand positioning that brings out the company's high standards and its focus on relationships and teamwork. That will help with recruiting,



Student Jacob Mitchell experiences John Deere at an equipment display on the University of Illinois campus

because those characteristics are all things that recruiters say potential employees look for.

"It's easier to attract people when you have a strong brand," says Carmen Raygada, Director, HR, John Deere South America. As in other regions, how strong the brand is in South America depends on where you are. "In Argentina, the brand is very strong," Raygada says, "because John Deere has been doing business there for 100 years, and manufacturing there for 50 years."

In Brazil, by contrast, the brand is less well-known. That's changing, though. *Jornal do Comercio* lists John Deere as "Top of Mind in Agricultural Business," and The Great Place to Work Institute and business magazine *Época* list John Deere among the 100 best companies to work for in Brazil.

In some industries, the Deere brand is recognized even in regions where the company is not well-known. Just ask Stephen Jarnecke, Director, HR, for John Deere China Operations. "I can tell you that in India and China the Deere brand is not the icon it is in North America," he says. "But, depending on the industry, among mid-career people, John Deere has a pretty significant presence."

Jarnecke points out, though, that even when people have an impression of the meaning of the John Deere brand, they don't necessarily have a good understanding of what the company does. In recruiting, what the company does is important, but the meaning of the company's brand – what the company stands for – can be more important.

That works both ways, says Rick McAnally, Director, Compensation, Benefits, and Integration. "We're not looking for people who don't care where they work; we prefer students who want to work for a company that has high standards and ethics." Matching new employees to specific jobs is important, but so is matching them to the organization. "We need the organization fit as well as the job fit," Grau says. "The organization fit determines longevity; the job fit has more impact on performance."

As in other markets, having a brand that differentiates the company from the competition is important in recruiting, because the competition for talent is intense. One example: In the industrial development zone where John Deere Tianjin Works Co. Ltd. is located, Jarnecke says, "there are literally hundreds of companies coming in, looking for talent."

Leaders Comment on the Brand



Mahesh Boolchandani,
Deputy General
Manager,
John Deere Equipment
Private Ltd.

In the emerging markets, association of a brand with assurance and confidence is very important. If the brand establishes higher assurance, if it establishes a higher confidence in the customers' minds, it is going to do wonders.



Denver Caldwell,
Division Sales Manager,
Minneapolis Sales
Branch

The land really provides a linkage for all our customers. It goes back to the land, and people trying to better themselves and their families through the land. If you're a farmer in Kansas and you're putting your kids through college, you look to the equipment we make to help you do that.



Doug DeVries,
Senior Vice President,
Ag Marketing,
North America,
Australia, Asia

Our brand is built on fundamentals like product quality, like good organization, people, dealers, distributors, channels. All those things are really what forms the brand. And so we are really not changing. But you'd be surprised at how few people outside of our core businesses understand what we are today. And I think that's the real opportunity that exists for us.



Diego Feldman,
Advertising & External
Communication Manager,
South America

In Argentina, we are No. 1 in terms of market share and also in brand image, but, at the same time, in Brazil we are pretty new. So we must develop different strategies to make the brand known by using a common and unique language, the language of the land. I'm very proud of working at John Deere, because of its people and its spirit; the soul of this company is very strong.

Leaders Comment on the Brand *continued from page 13*



Lani Lorenz Fry,
Manager,
Corporate Brand
Management

If we are entering a new marketplace and we don't have consistency around the brand, business managers tasked with building the business have to do all the brand building as well. What we are trying to do with this brand strategy program is to say, this is what we want the John Deere brand to mean globally so the business managers who are charged with growing a business in a new geography have that as a starting place.



Bob Hove,
Senior Vice President,
Customer Marketing
& Sales, C&CE Division

It doesn't matter if it's in Russia or Germany or someplace in Asia or the United States; the brand means the same thing. It's our promise to the customer. It's what we are. It's what we do. It's what our dealers do. It's important to have consistency, so that you are saying the same thing regardless of the language.



Ganesh Jayaram,
Vice President,
Corporate Business
Development

Brand is a promise of an experience that any of our stakeholders have with us. Especially in emerging markets, where we are less well-known, a strong brand that sends a consistent message enables us to rise above the competitive set that probably has the benefit of being known in that environment. It also helps us attract new customers, attract new employees, and that will be the engine for our growth long term.



Jim Jenkins,
Senior Vice President
and General Counsel

If we consistently present ourselves in the way that we have in North America, that is, by providing quality products and services, standing behind our warranties and representations, customers, dealers, suppliers, and all of the people in the supply, marketing, and distribution channels will come to realize that we keep our promises. That is how we build a strong brand, by keeping our promises.



Raj Kalathur,
Managing Director,
John Deere India

People who are tractor buyers and who know about John Deere, today are about 40 percent of that market. That means there are 60 percent of potential customers that have not even heard of, or do not associate anything with, the name John Deere. If we don't have consistency in the way the brand is used, we lose out on the emotional connection that people develop with the brand.



Mike Mack,
Senior Vice President
and Chief Financial
Officer

This issue of being distinctive is critical. We get more than our fair share of attention from investors and the financial community in general because of the Deere brand. The single biggest constraint for us is going to be management of talent, once we start to develop some of our growth opportunities. So bringing in talent from all around the world is going to be just absolutely essential, and I think the brand is a big part of that.



Brent Rippentrop,
Vice President,
Marketing,
John Deere Credit

Our value proposition to the customers is where it begins. We are not going to have a strong value proposition for employees or suppliers or dealers or shareholders if we don't have a strong value proposition for the customers.



Doug Roberts,
Director,
China Operations

If you look back six or seven years, you can see the value of a common message to the enterprise. When the chairman started talking about shareholder value, we all learned the common language. I think the same thing exists for the brand. It's not all about money. It's about what we do. It's about what we are proud of.



Domenic Ruccolo,
Senior Vice President,
WWC&F Sales
& Marketing

The brand provides a lot of credibility, and it's something that's very well-known with people out there. And the brand stands for something, and generally something that people want to be associated with.



Laurie Simpson,
Director,
Global Team Enrichment

I think it's especially important in recruiting, because we want prospective employees to come to a company where they understand what the company is about, and want to work at a company that values the kind of things that we do – integrity, quality, commitment, innovation.



Mark von Pentz,
President,
Ag Division, Europe,
Africa, South America
& Global Harvesting
Equipment Sourcing

Having common attributes and a common understanding of what makes up the brand will in the end help the company and how it performs in the various markets. To build a brand takes a lot of time, and if you don't use the attributes, and if you are not consistent in your communication – your behavior – basically all you are doing, you can destroy or diminish a brand significantly.



Grace Wu,
Director,
Market Development,
John Deere Asia

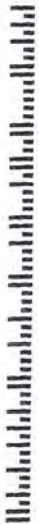
Compared to North America, the John Deere brand has a very short history in China, about 35 years. But as we can see, Asia has been changing and people there actually are much better off, and are now becoming increasingly brand-conscious. If we can continue to create a strong and consistent brand image, customers will feel that they are part of the premium brand of John Deere.

ORIGINS

This 1874 advertisement in a St. Louis, Missouri, newspaper is the first known printing of the use of a deer to represent the John Deere brand. The trademark was created at John Deere's direction after a battle between Deere and the Moline Plow Company over the name "Moline Plow."



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JOHN DEERE

